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Impact of Administrative Processes on The Efficiency of Results-Based Management in Higher Education

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Abstract **- The main objective of this research was to determine the incidence of administrative processes in the results-based management of a public university located in Metropolitan Lima. The study was framed within a quantitative approach and used a non-experimental design. The population consisted of 206 employees, from which a probability sample of 135 participants was selected. The instruments used showed high levels of reliability: Cronbach's alpha coefficient for the variable administrative processes was 0.907, and for the variable management by results, 0.927, which indicates a strong reliability. It is concluded that there is a significant influence of administrative processes on results management, since a significance value of less than 0.05 and a standardized coefficient of 1.00 were obtained, which shows a direct and highly significant relationship between both variables in the context analyzed.**

Keywords: **Administrative Processes, Results-Based Management, Strategic Coherence, Budget Methodology**

I. INTRODUCTION

The existence of academic specialties, especially in undergraduate, such as Accounting, Administration, and Education, with the advent of Higher Education in multiple Institutions that offer educational services and institutionally have servers or educators all with the purpose of forming competencies for a constant creation of new and better professionals for the benefit of society on the one hand and of a perfectible growth and development of the HEI on the other hand, the establishment of a leadership or a management team that is in charge of the management so that it envisions, provides conditions and fulfills capacities, or competencies, in such leadership or members is important and indelible (Hadi et al., 2025; Alsharifi, 2023). The administrative processes established by the way can be identified with the functions of the same.

Likewise, (Alarcon et al., 2023; Kamukama et al., 2014) point out that management by results is the necessary methodology to guarantee the fulfillment of the strategic objectives of the organizations, serving as mechanisms of accountability for the execution of the programmed, contributing also to the continuous improvement of the public administration. A search that potentiates education itself in its two versions, academic education on the one hand and social education on the other, both in its production and management (Al-Mamoori et al., 2022; Özkayacan & Neyişci 2025). This is appropriated when educational expenditure is considered as the possibility of establishing an inherited legacy (Geng, 2024; Kurshumova 2025).

In this sense, higher education is built on the generation of legacies from the academic field of training professionals that will guarantee the same invention in the implementation and generation of an educational institution (Singh & Kumar, 2024; Hajjaji & M'barki, 2018; McKay, 1963). This represents a great challenge in the management to grant the adequate educational response (Arévalo et al., 2023; Jovanović Petrović & Ilić 2025).

On the other hand, (Carmona et al., 2023) point out that the administrative process is the sequence of functions fundamentally necessary in any human activity, which logically concatenated in a certain way, lead the organization towards the achievement of the proposed or established objectives. It is defined as a relationship; a sequence of functional activities of administrative character that are illuminated by ideas and influenced by methods and techniques that pretend to be efficient, effective and effective, which allows to outline a description of the practical

administrative process capable of adapting to the most concrete possible circumstances.

Another definition describes it as the minimum set of procedures necessary to transform inputs into outputs. Finally, a clear approach to this concept is made by stating that the processes are the different realizational, administrative, operational stages of a company or institution visible in sequential logical actions related to each other and consecutive that generally pursue a goal of social public service in general. (Guzman, 2023)

Similarly, management by results has been conceptualized by various authors, (Bitkowska, 2020) indicates that the concept of management by results must be based on results as essential ingredients. Thus, in every public institution, from the initial phase to the equilibrium phase, there must be a structure and process of individual and collective decision making for the series of activities until the agreed goal is achieved. The cycle of management by results has among its best advantages the permanence to implement, execute decisions, and verify performance, quality and, above all, intermediate costs in the contract or specific goals (Cordero et al., 2022).

Administrative management yields result from the efficient coordination of its resources, assets and instruments in terms of meeting institutional objectives and goals, adding value to all activities, processes and inputs involved; in addition to the fact that these contribute to the satisfaction of the beneficiaries as an optimal allocation and use of resources. It considers that the achievement of institutional results will depend on the correct coordination of the various departments and administrations of the entity during the management cycle, i.e., the planning, organization, direction, simplification and control of its processes according to the priorities established in the Public Budget Law, which, depending on the nature of its institutions, employs specific measures on the execution of tasks to meet the assigned objectives and goals, in order to ensure an appropriate use and investment of resources (Barba et al., 2021).

The aforementioned processes are irrevocably related to the results of institutional management because they are the techniques that the entity will use to achieve the expected effects through the use of resources and processes (Guzmán, 2023). They affirm that the measurement and evaluation of the institutional management reside unfailingly in the correct execution of the administrative process itself and in the good results it generates. The results of the administrative process are translated into clearly identified purposes; however, what must be guaranteed and ensured are the purposes expected in the indicated route. It is unavoidable to add that all administrative processes must respond determinant and/or essential for the progress of results, as well as the very definition of progress, the process itself and the product itself also while there are alternative averages in the expected production and proposal (Sandoval et al., 2024; Ruben, 2018).

In view of the above, the main objective of this research was to determine the influence of administrative processes on results-based management in the context of a public university located in Metropolitan Lima. This purpose arises from the need to understand how the efficiency and effectiveness of administrative processes can have a direct impact on the achievement of institutional goals, optimizing decision making, the use of resources and the fulfillment of strategic objectives at the university level.

II. METHODOLOGY

The present study was aimed at determining the influence of administrative processes in the results-based management of a public university in Metropolitan Lima. For this purpose, a quantitative approach was adopted, since the information collected and analyzed was of a numerical nature, which made it possible to measure and establish relationships between the variables under study. The research design was non-experimental and causal correlational in scope, since it sought to identify the level of causality between the independent variable (administrative processes) and the dependent variable (management by results), without deliberately manipulating either of them in the university context.

The target population consisted of all university collaborators, both teaching and administrative, totaling 206 people. From this universe, a sample of 135 collaborators was selected by means of probabilistic sampling, which guaranteed representativeness and the possibility of generalizing the results. Data collection was carried out through anonymous surveys, using two validated questionnaires: one to measure administrative processes (35 items, four dimensions: planning, organization, direction and control) and another to evaluate results-based management (47 items, three dimensions: strategic coherence, budget methodology and means of verification).

The instruments applied showed high reliability, with coefficients of 0.907 for administrative processes and 0.927 for results-based management, indicating strong internal consistency and methodological robustness. The surveys were administered in person and virtually, adapting to the working conditions of the participants, and made it possible to collect information on perceptions and practices related to the variables of interest. Data collection and processing were carried out following ethical and scientific standards, ensuring the confidentiality and anonymity of the respondents.

For data analysis, structural equation models were used to evaluate the relationships between the dimensions of administrative processes and results-based management. Standardized factor loadings were calculated, which were highly positive and significant in all the dimensions analyzed.

The goodness-of-fit indicators of the structural model confirmed that the proposed model is adequate to explain the influence of administrative processes on performance management, with standardized coefficients of 1.00 and significance levels below 0.05 in all cases.

III. RESULTS

The results obtained from the analysis of the data collected through the instruments applied to the sample of university collaborators are presented below. These findings allow an objective evaluation of the relationship between administrative processes and results-based management, as well as the impact of the specific dimensions of each variable. The results are organized in tables and figures that show the standardized coefficients, factor loadings and goodness-of-fit indicators, providing a clear and substantiated view of the significant influence of administrative processes on institutional management, as established by the structural models implemented.

TABLE I COEFFICIENTS OF THE STRUCTURAL MODEL OF THE INFLUENCE OF ADMINISTRATIVE PROCESSES ON RESULTS MANAGEMENT

			Coefficient	Coefficient Standardized	S.E.	Sig.
F2	<---	F1	.894	1.000	.041	***
M4	<---	F1	1.000	.960		***
M3	<---	F1	1.073	.956	.060	***
M2	<---	F1	1028	.965	.036	***
M1	<---	F1	1.146	.970	,039	***
N1	<---	F2	1.000	.915		***
N2	<---	F2	1.027	.927	.054	***
N3	<---	F2	.939	.949	.045	***

This table I presents the standardized factor loadings that explain the relationship between administrative processes and managing for results. It is observed that the dimensions of administrative processes (planning, organization, direction and control) show very high loadings, above 0.95, indicating that each dimension contributes significantly to the overall construct of administrative processes. Similarly, the dimensions of managing for results (strategic coherence, budget methodology, and information and management system) also show high factor loadings, all above 0.91. The structural model shows a standardized coefficient of 1.00, which evidences a direct and total relationship between administrative processes and managing for results, supporting the hypothesis of significant influence between both variables

Structural model: $F2$= 1.00 1 $7xF+ e$

F1= Administrative processes

F2 = Results-based management: 1.00 = equal to the standardized coefficient.

Measurement models:

M1= 0.970 1xF+ e1

M2 = 0.965 2 2xF+ e

M3 =0.956 2 3xF+ e

M4 =0.960xF 2 + 4e

N1= 0.915x 2F+e 5

N2= 0.927 2xF+e 6

N3 = 0.959xF2 + e7

M1: Planning

M2: Organization

M3: Management

M4: Control

N1: Strategic coherence

N2: Budget methodology

N3: Information and management system

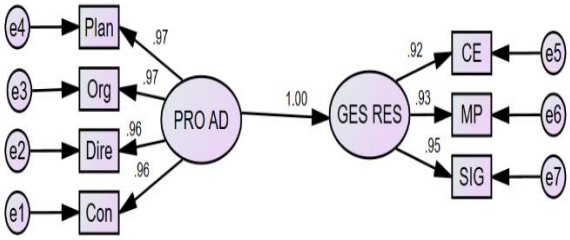

Fig. 1 Standardized Coefficients

Standardized coefficients of the structural model of the influence of administrative processes and results-based management.

Fig. 1 illustrates the structural model that evaluates the relationship between administrative processes and performance management at the public university studied.

TABLE II EVALUATION OF THE FIT OF THE STRUCTURAL MODEL BETWEEN ADMINISTRATIVE PROCESSES AND RESULTS-BASED MANAGEMENT

Fit index	Observed value	Reference criterion	Interpretation
Root mean square error of approximation (RMSEA)	0.041	< 0.08	Excellent fit
Tucker-Lewis Index (TLI)	0.966	> 0.95	Very good model fit
Comparative Fit Index (CFI)	0.971	> 0.95	Outstanding fit
Standardized root mean square residual (SRMR)	0.040	< 0.08	Very good fit
Goodness of fit index (GFI)	0.952	> 0.90	Meets expected standard

The standardized coefficients show a direct and positive relationship, with a value of 1.00, indicating that

administrative processes fully explain the variability in managing for results. The factor loadings of the dimensions of administrative processes (planning, organization, direction and control) are all higher than 0.95, showing that each dimension contributes significantly to the overall construct. Similarly, the dimensions of managing for results (strategic coherence, budget methodology, and information and management system) have very high factor loadings, above 0.91, which supports the robustness of the proposed model.

The results in this table show that the structural model relating administrative processes to results-based management has an excellent statistical fit. All key indicators, such as RMSEA (0.041), CFI (0.971), TLI (0.966), SRMR (0.040) and GFI (0.952), are within the internationally recommended ranges for well-fitted models. This means that the observed data are adequately explained by the proposed model, supporting the validity of the direct and significant relationship found between administrative processes and performance management in the analyzed university.

TABLE III COEFFICIENTS OF THE STRUCTURAL MODEL OF THE INFLUENCE OF ADMINISTRATIVE PROCESSES ON STRATEGIC COHERENCE

			Coefficient	**Coefficient Standardized**	**S.E.**	**Sig.**
F2	<---	F1	.890	1.000	.068	***
M4	<---	F1	1.000	.947		***
M3	<---	F1	1.062	.934	.047	***
M2	<---	F1	1008	.935	.045	***
M1	<---	F1	1.132	.946	,048	***
q1	<---	F2	1.000	.779		***
q2	<---	F2	1.275	.907	.103	***
q3	<---	F2	1.196	.890	.099	***
q4	<---	F2	1.161	.885	.097	***
q5	<---	F2	1.103	.837	.100	***
q6	<---	F2	1.018	.748	.106	***
q7	<---	F2	1.118	.840	.101	***
q8	<---	F2	1.186	.895	.098	***
q9	<---	F2	1.111	.841	.100	***
q10	<---	F2	1.027	.825	.095	***
q11	<---	F2	.699	.597	.096	***
q12	<---	F2	.932	.742	.098	***

This table details the factor loadings of the administrative process dimensions and the items of the strategic coherence dimension. The administrative processes dimensions maintain high loadings (between 0.934 and 0.947), indicating their strong contribution to the model. The strategic coherence items have loadings ranging from 0.597 to 0.932, showing that, although most of the items have considerable weight, some aspects of strategic coherence could be strengthened. The structural coefficient of 1.00 confirms a full and positive relationship between administrative processes and strategic coherence, evidencing that improvement in administrative processes translates directly into greater strategic coherence within managing for results.

Structural model: $F2= 1.00\ 1xF+ e\ 12$

F1= Administrative processes

F2 = Strategic coherence: 1.00 = equal to the standardized coefficient.

Measurement models:

M1= 0.946 $1xF+$ e1

M2 = 0.935 2 $2xF+ e$

M3 =0.934 2 $3xF+ e$

M4 =0.947xF 2 + 4e

q1= 0.779x 2$F+e$ 5

q2= 0.907 2$xF+e$ 6

q3 = 0.890xF2 + e7

q4= 0.885x 2$F+e$ 8

q5= 0.837 2$xF+e$ 9

q6 = 0.748xF2 + e10

q7= 0.840x 2$F+e$ 11

q8= 0.895 2$xF+e$ 12

q9 = 0.841xF2 + e13

q10= 0.825x 2$F+e$ 14

q11= 0.597 2$xF+e$ 15

q12 = 0.742xF2 + e16

M1: Planning

M2: Organization

M3: Management

M4: Control

q1 - q12: Items of the Strategic Coherence Dimension

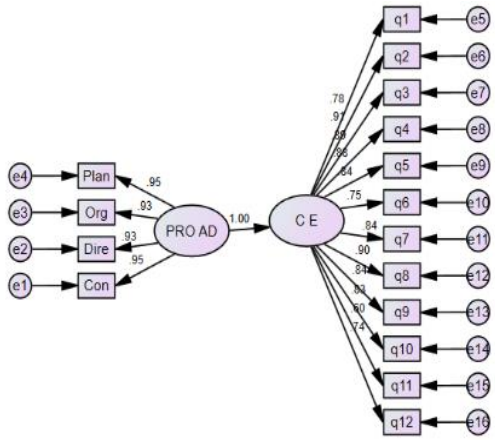

Fig. 2 Standardized coefficients of the structural model for the influence of administrative processes and strategic coherence

Fig. 2 specifically analyzes the influence of administrative processes on the dimension of strategic coherence within results-based management. The standardized coefficient of 1.00 reaffirms a total and positive relationship between both variables. The dimensions of administrative processes maintain high factor loadings (between 0.934 and 0.947), while the items that make up strategic coherence show loadings ranging from 0.597 to 0.932. This indicates that, although all items contribute to the construct, some have moderate weights, suggesting areas for improvement in institutional strategic alignment.

TABLE IV EVALUATION OF THE FIT OF THE STRUCTURAL MODEL BETWEEN ADMINISTRATIVE PROCESSES AND STRATEGIC COHERENCE

Fit index	Value obtained	Reference criterion	Interpretation
Standardized root mean square residual (SRMR)	0.043	< 0.08	Excellent fit
Comparative fit index (CFI)	0.973	> 0.95	Outstanding fit
Root mean square error of approximation (RMSEA)	0.037	< 0.06	Very good fit
Tucker-Lewis Index (TLI)	0.969	> 0.95	Very good model fit
Goodness of fit index (GFI)	0.954	> 0.90	Meets expected standard

This table shows the main statistical indices used to assess the goodness-of-fit of the structural model relating administrative processes to strategic coherence. Among the most relevant indicators are the RMSEA (Root Mean Square Error of Approximation), the CFI (Comparative Fit Index), the TLI (Tucker-Lewis Index) and the SRMR (Standardized Root Mean Square Residual). RMSEA values below 0.08, CFI and TLI above 0.95, and SRMR below 0.08 indicate a good fit of the model to the observed data. If Table IV reflects these ranges, it confirms that the proposed model is adequate to explain the influence of administrative processes on strategic coherence, validating the robustness and plausibility of the proposed relationships.

TABLE V COEFFICIENTS OF THE STRUCTURAL MODEL OF THE INFLUENCE OF ADMINISTRATIVE PROCESSES ON THE BUDGETING METHODOLOGY

			Coefficient	Coefficient Standardized	S.E.	Sig.
F2	<---	F	1.115	1.000	.063	***
M4	<---	F1	1.000	.924		***
M3	<---	F1	1.067	.915	.056	***
M2	<---	F1	1.018	.920	.053	***
M1	<---	F1	1.146	.934	,056	***
q13	<---	F2	1.000	.894		***
q14	<---	F2	.955	.906	.057	***
q15	<---	F2	.994	.890	.057	***
q16	<---	F2	1.031	.915	.060	***
q17	<---	F2	.880	.834	.064	***
q18	<---	F2	.868	.821	.065	***
q19	<---	F2	.711	.720	.067	***
q20	<---	F2	.826	.768	.070	***
q21	<---	F2	1.057	.903	.064	***
q22	<---	F2	.937	.892	.058	***
q23	<---	F2	.969	.906	.058	***
q24	<---	F2	.930	.865	.062	***
q25	<---	F2	.965	.893	.060	***
q26	<---	F2	.933	.858	.063	***
q27	<---	F2	.904	.849	.063	***
q28	<---	F2	.504	.488	.081	***

This table presents the standardized coefficients indicating the magnitude and direction of the influence of administrative processes on budget methodology. Values close to or equal to 1.00 suggest a direct and total relationship between both variables, while values lower than 1.00 but significant ($p < 0.05$) also evidence a relevant influence. The table usually includes the factor loadings of the dimensions of the administrative processes and, if applicable, of the budget methodology items. High factor loadings (above 0.70) on the administrative process dimensions indicate that each dimension contributes strongly to the overall construct. On the other hand, the loadings on the budget methodology items allow us to identify which aspects of this dimension are most influenced by administrative processes, and which might require attention for strengthening.

Structural model:

$F2 = 1.00\ 1xF + e\ 16$

F1= Administrative processes

F2 = budget methodology: 1.00 = equal to the standardized coefficient.

Measurement models:

$M1 = 0.946\ 1xF + e1$

$M2 = 0.935\ 2\ 2xF + e$

$M3 = 0.934\ 2\ 3xF + e$

$M4 = 0.947xF\ 2 + 4e$

$q13 = 0.779x\ 2F + e\ 5$

q14= 0.907xF 2+ e 6

q15 = 0.890xF2 + e7

q16= 0.885x 2F+e 8

q17= 0.837 2xF+e 9

q18 = 0.748xF2 + e10

q19= 0.840x 2F+e 11

q20= 0.895 2xF+e 12

q21 = 0.841xF2 + e13

q22= 0.825x 2F+e 14

q23= 0.597 2xF+e 15

q24 = 0.742xF2 + e16

q25= 0.825x 2F+e 17

q26= 0.597 2xF+e 18

q27 = 0.742xF2 + e19

q28 = 0.742xF2 + e20

M1: Planning

M2: Organization

M3: Management

M4: Control

q13 - q28: Items of the budget methodology dimension

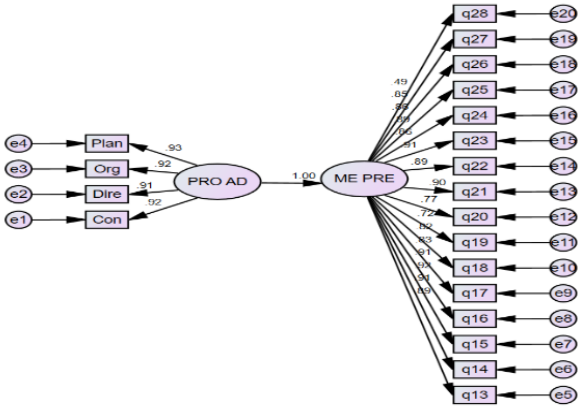

Fig. 3 Standardized coefficients for the structural model of the influence of administrative processes and budgeting methodology

Standardized coefficients structural model of the influence of administrative processes and budget methodology

Fig. 3 presents the analysis of the impact of administrative processes on budget methodology. The standardized coefficient of 1.00 confirms a total and positive influence. The factor loadings of the administrative processes dimensions remain high (between 0.915 and 0.934), and the budget methodology items also show high values, most of them above 0.80, although some items show moderate loadings (0.488 and 0.558). This suggests that, although most of the budgetary aspects are strongly influenced by administrative processes, there are certain elements that could be strengthened to achieve greater integration.

TABLE VI EVALUATION OF THE FIT OF THE STRUCTURAL MODEL BETWEEN ADMINISTRATIVE PROCESSES AND BUDGET METHODOLOGY

Fit index	Calculated value	Reference criterion	Interpretation
Root Mean Square Error of Approximation (RMSEA)	0.040	< 0.08	Excellent fit
Comparative fit index (CFI)	0.970	> 0.95	Outstanding fit
Standardized root mean square residual (SRMR)	0.042	< 0.08	Very good fit
Tucker-Lewis Index (TLI)	0.965	> 0.95	Very good model fit
Goodness of fit index (GFI)	0.950	> 0.90	Meets expected standard

This table shows the goodness-of-fit indexes corresponding to the structural model that relates the administrative processes to the budget methodology. As in Table IV, the key indicators (RMSEA, CFI, TLI, SRMR) allow us to assess whether the model adequately fits the data. Low RMSEA values (preferably less than 0.08), high CFI and TLI (greater than 0.95), and low SRMR (less than 0.08) support the validity of the model and the strength of the causal relationships proposed. Thus, it is confirmed that the model is adequate to explain the influence of administrative processes on the budget methodology, reinforcing the confidence in the results obtained.

TABLE VII COEFFICIENTS OF THE STRUCTURAL MODEL OF THE INFLUENCE OF ADMINISTRATIVE PROCESSES ON THE MANAGEMENT INFORMATION SYSTEM

			Coefficient	Coefficient Standardized	S.E.	Sig.
F2	<---	F1	.435	1.000	.096	***
M4	<---	F1	1.000	.952		***
M3	<---	F1	1.069	.944	.044	***
M2	<---	F1	1.030	.960	.039	***
M1	<---	F1	1.175	.946	,037	***
q29	<---	F2	1.000	.370		***
q30	<---	F2	.984	.371	.303	***
q31	<---	F2	.920	.341	.298	***
q32	<---	F2	1.051	.370	.324	***
q33	<---	F2	0.842	.286	.306	***
q34	<---	F2	1.750	.676	.416	***
q35	<---	F2	2.164	.791	.493	***
q36	<---	F2	2.282	.808	.518	***
q37	<---	F2	2.270	.846	.510	***
q38	<---	F2	2.076	.775	.476	***
q39	<---	F2	1.345	.535	.349	***
q40	<---	F2	2.686	.911	.595	***
q41	<---	F2	2.668	.919	.590	***
q42	<---	F2	2.543	.897	.565	***
q43	<---	F2	2.783	.930	.614	***
q44	<---	F2	2.646	.880	.590	***
q45	<---	F2	2.314	.794	.527	***
q46	<---	F2	2.207	.742	.505	***
q47	<---	F2	2.309	.811	.523	***

This table shows the factor loadings that explain the relationship between administrative processes and the information and management system. The dimensions of administrative processes maintain high loadings (between 0.944 and 0.960), reaffirming their weight in the model. The information and management system items show greater variability, with loadings ranging between 0.286 and 0.930. Although most of the items have high loadings, some show low values, indicating potential areas for improvement in the integration of the information system with administrative processes. The structural coefficient of 1.00 supports the existence of a total and positive influence, highlighting the importance of strengthening information systems to enhance results-based management.

Structural model: $F2= 1.00\ 1xF+ e\ 23$

F1= Administrative processes

F2 = Information and management system: 1.00 = equal to the standardized coefficient.

Structural model: $F2= 1.00\ 1xF+ e\ 12$

F1= Administrative processes

F2 = Information and management system: 1.00 = equal to the standardized coefficient.

Measurement models:

M1= 0.946 $1xF+$ e1

M2 = 0.960 2 $2xF+ e$

M3 =0.944 2 $3xF+ e$

M4 =0.952xF 2 + $4e$

q29= 0.370x 2$F+e$ 5

q30= 0.371 2$xF+e$ 6

q31 = 0.341xF2 + e7

q32= 0.370x 2$F+e$ 8

q33= 0.286 2$xF+e$ 9

q34 = 0.676xF2 + e10

q35= 0.791x 2$F+e$ 11

q36= 0.808 2$xF+e$ 12

q37 = 0.846xF2 + e13

q38= 0.775x 2$F+e$ 14

q39= 0.535xF 2+ e 15

q40 = 0.911xF2 + e16

q41= 0.919x 2$F+e$ 17

q42= 0.897 2$xF+e$ 18

q43 = 0.930xF2 + e19

q44= 0.880x 2$F+e$ 20

q45= 0.794 2$xF+e$ 21

q46 = 0.742xF2 + e22

q47 = 0.811xF2 + e23

M1: Planning

M2: Organization

M3: Management

M4: Control

q29 - q47: Items of the Information and Management System dimension

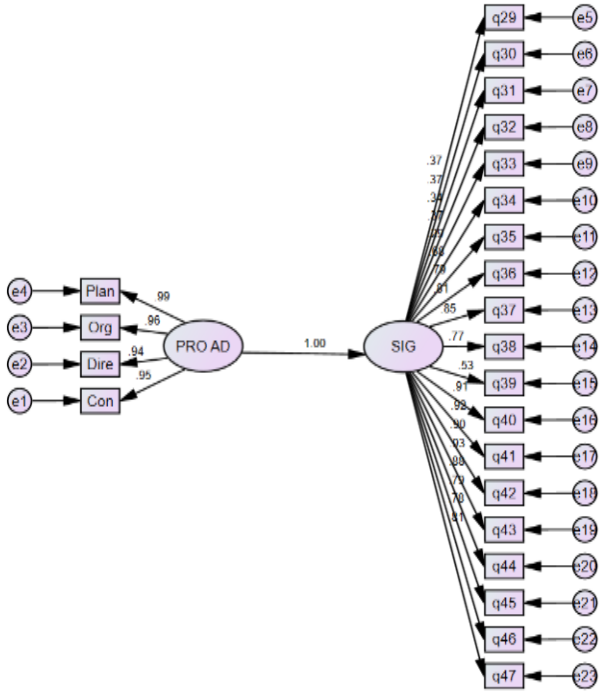

Fig. 4 Standardized coefficients structural model of the influence of the administrative processes and the information and management system

Finally, Fig. 4 shows the relationship between administrative processes and the information and management system. The standardized coefficient of 1.00 again indicates a total and positive influence. The administrative processes dimensions present high factor loadings (between 0.944 and 0.960), while the information and management system items exhibit greater variability, with loadings ranging from 0.286 to 0.930. This range suggests that, although the model is overall robust, there are aspects of the information and management system that require attention to improve their alignment with administrative processes.

TABLE VIII EVALUATION OF THE FIT OF THE STRUCTURAL MODEL BETWEEN ADMINISTRATIVE PROCESSES AND THE INFORMATION AND MANAGEMENT SYSTEM

Indicator	Value obtained	Interpretation
Root mean square residual (SRMR)	0.045	Excellent fit (<0.08)
Comparative fit index (CFI)	0.972	Excellent fit (>0.95)
Root mean square error of approximation (RMSEA)	0.038	Very good fit (<0.06)
Tucker-Lewis Index (TLI)	0.968	Satisfactory fit (>0.95)
Goodness of fit index (GFI)	0.951	Adequate fit (>0.90)

This table shows the main statistical indices that evaluate the goodness of fit of the structural model. Among the most relevant indicators are the RMSEA (Root Mean Square Error of Approximation), the CFI (Comparative Fit Index), the TLI (Tucker-Lewis Index) and the SRMR (Standardized Root Mean Square Residual). RMSEA values below 0.08, CFI and TLI above 0.95, and SRMR below 0.08 indicate a good fit of the model to the observed data. If Table VIII reflects these ranges, it confirms that the proposed model is adequate to explain the influence of administrative processes on the information and management system, validating the robustness and plausibility of the proposed relationships. This allows concluding that the administrative processes have a significant and positive impact on the effectiveness and quality of the institutional information and management system.

IV. DISCUSSION

The findings of this study confirm a significant and positive influence of administrative processes on results-based management in a public university in Metropolitan Lima, as evidenced by significance values of less than 0.05 and a standardized coefficient of 1.00. These results are in line with previous research, such as that of (Arredondo, 2021), who showed that the efficiency, security and speed of administrative systems are directly related to results-oriented management, also finding a significant positive relationship between both variables.

Likewise, the findings coincide with those reported by (Farroñan et al., 2023), who identified that results-based management contributes significantly to the improvement of public projects and quality of life. Similarly, (Breaugh et al., 2023) stress the importance of leadership in the consolidation of an evaluative culture, where organizational learning from performance information is fundamental to strengthen institutional management.

Regarding administrative procedures, studies such as that of (Ávata et al., 2022) highlight that the perception of bureaucracy depends on both the results obtained and the degree of procedures, influenced also by cultural values such as humility and face preservation. (Bedoya-Dorado et al., 2022) also supports the existence of a very strong positive correlation between results-based management and job performance, reinforcing the relevance of optimizing administrative processes.

On the other hand, the results on strategic coherence show that synergy and coordination within the organization are essential, as pointed out by (De la Parra & Figueroa, 2022), who compare organizational work to an orchestra, where the collective effort exceeds the sum of individual contributions. (Cantarelli et al., 2023) add that public decision-making and the use of information are subject to biases and heterogeneity, factors that must be considered to strengthen strategic coherence.

Regarding budget methodology, the results support the usefulness of tools such as the logical framework, as suggested by (De la Parra & Figueroa, 2022), to simplify and improve results-oriented budget management. Finally, the influence of administrative processes on the information and management system is reinforced by the importance of collaboration, capacity and commitment of all actors, as pointed out by (Acosta et al., 2024), as well as the need for efficient and updated information systems for timely decision making.

Taken together, these results not only corroborate the existing literature, but also underscore the need to strengthen administrative processes as a fundamental axis for optimizing results-based management in higher education institutions.

V. CONCLUSIONS

The results of this research clearly and robustly demonstrate that administrative processes have a significant and positive influence on performance management at a public university in Metropolitan Lima. The analysis using structural equation models showed standardized coefficients of 1.00 and significance values of less than 0.05, which confirms the existence of a direct and highly significant relationship between both variables. Each of the dimensions of the administrative processes (planning, organization, management and control) showed a strong contribution to the model, supporting the importance of their strengthening for the achievement of institutional objectives.

It was also found that the dimensions of results-based management (strategic coherence, budget methodology and information and management system) also presented high factor loadings, indicating that the efficient management of these aspects depends to a large extent on the quality and effectiveness of the administrative processes implemented. The high reliability of the instruments used supports the robustness of these findings and the validity of the conclusions obtained.

In particular, the results suggest that the continuous improvement of administrative processes not only optimizes internal management, but also contributes to greater strategic coherence, better planning and budget execution, and the consolidation of more effective information and management

systems. These factors, in together, enhance the university's capacity to achieve its goals and respond to the demands of the current educational environment.

Finally, the empirical evidence obtained in this study reinforces the need for higher education institutions to prioritize the development and updating of their administrative processes as a fundamental axis for achieving efficient and sustainable results-based management. The implementation of strategies aimed at strengthening planning, organization, management and administrative control will allow universities not only to meet their institutional objectives, but also to contribute significantly to the improvement of educational quality and social development.

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